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# ANNUAL REPORT

FY 2014-2015



**JAVITS**  
CENTER®



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# BY THE NUMBERS

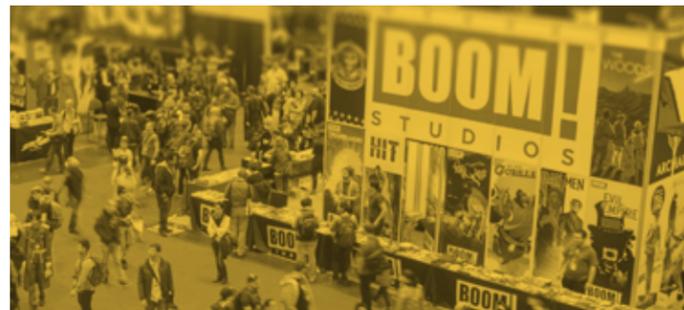


**39K**  
Exhibiting Companies

**177**  
Events Held

**\$1.8**  
Billion in Economic Activity

**17.5K**  
Jobs Supported



**840K**  
Square Feet of Exhibition Space

**102**  
Meeting Rooms

**2.9**  
Million Gallons of Water Saved

**524**  
Birds Observed on Green Roof



The New York Convention Center Operating Corporation (NYCCOC), a New York State public benefit corporation, operates the Javits Center. The facility, which opened in 1986, is operated based on internally generated revenues and is located on 11th Avenue between West 34th Street and West 40th Street in Manhattan.

**OUR PARTNERS INCLUDE:**

\*Annual Statistics from CY2014

## GREETING BY GOVERNOR ANDREW M. CUOMO



New York is a state of opportunity, and the revitalization of the Javits Center has become the embodiment of that bold vision.

In the past three years, the Javits Center has implemented more significant improvements to its infrastructure, its operations and its workforce than the past two decades combined. This dramatic change has made America's busiest convention center even busier, which means more jobs and more economic opportunities for New Yorkers.

From a state-of-the-art technology system to a leading sustainability program, the Javits Center's top-to-bottom renovation has reinvigorated this iconic structure with the look and feel of a newly constructed building—one that customers around the world simply cannot ignore. In the past year, several major events have shattered their own attendance records—by as much as 26%—as more and more visitors enjoy new amenities, such as new food courts, new energy-efficient lighting, new seating areas and a Taste NY store featuring the state's agricultural products.

By attracting new visitors, the Javits Center provides a tremendous economic boost for the hotel, restaurant and tourism industries throughout the Empire State. In one year alone, events at this facility can generate up to 400,000 hotel room nights in New York City as these guests support a variety of local establishments, vendors and modes of transportation.

As the development on Manhattan's West Side continues, including the opening of the 7 Subway Line extension, the Javits Center will be connected to New York in more ways than ever before—and poised to reach its full potential as a powerful engine of opportunity for the Empire State.

With support from the New York Convention Center Development Corporation and Empire State Development—the reinvestment in the Javits Center has led to remarkable results, and we will continue to explore new ways to enhance its mission and its infrastructure.

For nearly 30 years, New Yorkers have depended on this facility to support thousands of jobs, and its role as an international hub of commerce is one that should be celebrated for years to come.

Andrew M. Cuomo

“  
**ITS ROLE AS AN  
INTERNATIONAL HUB  
OF COMMERCE IS  
ONE THAT SHOULD  
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YEARS TO COME.**

## GREETING BY PRESIDENT & CEO ALAN STEEL



The Javits Center has a unique role in New York.

Our mission is to spur economic activity throughout the State and the City. We meet that goal through the creation of markets. Business-to-business markets like the International Council of Shopping Centers or Salesforce World Tour. Business-to-consumer markets like Comic Con. And markets which appeal to both channels like the New York International Auto Show. Thousands of businesses from New York and from around the world use those markets to unveil their latest products and services. And in doing so, they create more than \$1.8 billion of economic benefit to the local economy. It is a tremendous responsibility, and it is one that we do not take lightly.

Our expert workforce of 3,500 employees constructs and coordinates some of the world's largest and most complex events and exhibits—and it does so in the proverbial “New York minute.” We operate with amazing efficiency—and our operating expenses are derived from internally generated revenues while supporting thousands of jobs throughout the region.

With a historic renovation and a new customer-focused philosophy, event managers and exhibitors are experiencing the renaissance of a New York icon—one that is fulfilling its potential as an engine of opportunity. We have installed a world-class technology system that rivals any venue in the United States. We have implemented a sustainability program that's serving as a model for public and private buildings throughout New York State. We have refined our operations to make it easier and safer to use our facility for both our customers and surrounding communities. And we have instituted training programs for our construction professionals to ensure the best of the best only get better.

In the coming year, we will seek new ways to generate more economic activity and ensure the Empire State continues to serve as a state of opportunity for all. Our success would not be possible without our customers, our employees and our business partners. Nor would it be possible without Governor Andrew M. Cuomo, his staff and the staff of Empire State Development. Their continued support is critical for the success of our mission.

With the construction of the 7 Subway Line extension and the transformative Hudson Yards development, our future is brighter than ever. There is more to do, but I truly believe the best is yet to come.

Alan E. Steel

“  
**OUR SUCCESS  
WOULD NOT BE  
POSSIBLE WITHOUT  
OUR CUSTOMERS,  
OUR EMPLOYEES  
AND OUR BUSINESS  
PARTNERS.**

# BETTER AND BUSIER THAN EVER:

CHRONICLING A BANNER YEAR FOR THE NEWLY RENOVATED JAVITS CENTER

In many ways, 2014 possibly ranks as the most significant year for the Javits Center as any in its 29-year history. The year saw the completion of a 5-year, \$463 million renovation and expansion of the building that greatly enhanced the facility's aesthetics, sustainability and overall efficiency. Led by the New York Convention Center Development Corporation (NYCCDC), FXFOWLE and Tishman Construction, the renovation featured the installation of a new façade, flooring, mechanical, technology and sustainability systems—plus a 6.75-acre green roof. Taken together, these enhancements signaled the resurgence of the Javits Center as an engine of innovation—one that generates thousands of jobs and \$1.8 billion in annual economic activity for New York State and New York City.

More than anything else, we wanted the building's upgrades to benefit our customers. Now, it's very clear that we've more than accomplished this goal: the show floor is bustling like never before. And we've got the numbers to prove it.

## \$1.8

**billion in economic activity generated in 2014**, an 18% increase compared to the previous year, stemming from conventions, trade shows and public shows held at the building.

## 70%

**occupancy rate**, which makes the Javits Center the busiest convention center in the United States.

## 23+

**million gross square feet of space was leased**, an 8% increase compared to the prior year.

Major media outlets have lavished praise on the many improvements to the facility and have given accolades to the NYCCOC, which operates the building. According to a January 2015 editorial in *The New York Times*, the Javits Center "has never seemed more lively, as conventioners come and go below in sunlight freed through expansive new skylights and glass walls." It added that the facility "is notably rich in eco-friendly innovations that deserve emulation as the city builds and rebuilds itself into the future."

On the heels of our history-making renovation, we're moving forward with a full calendar of events that are remarkable for their sheer diversity, underscoring our industry-leading capability to host everything from small, intimate gatherings to wild, spectacular events. In addition, we've continued to streamline operations by

enhancing technology and security, while offering new employee training initiatives. The Javits Center also boasts a stronger support system, ranging from a brand-new website to new offices for Electrical and Exhibitor Solutions. And our community partnership continues to thrive—the result of our dedication to a green environment and forward-thinking programs. Just in the past year, we have created an educational program for children, opened a Taste NY store and fostered a sanctuary for the area's wildlife, including hundreds of birds, bats and bees.

New York is the state of opportunity. And that spirit is alive and well at the newly renovated Javits Center.



# AN ENGINE OF OPPORTUNITY

The renovation of the Javits Center not only rejuvenated an iconic building. It gave New York and the world something more: a new vision of what a convention center can be. As an engine of opportunity, the building is now firing on all cylinders and shows no signs of stopping.

“**THE BUILDING HAS DEVELOPED A PRO-ACTIVE ENVIRONMENT. [THE EMPLOYEES] ARE AT THE TOP OF THEIR GAME.**”

—Britton Jones, CEO of Business Journals, Inc.

On so many levels, the transformation of the Javits Center has raised its profile as the anchor of Manhattan’s bustling, fast-rising West Side. Yet the changes that catapulted the facility to the top tier of the country’s convention centers go far beyond the physical structure.

Sweeping improvements have been made across the board, from a new culture of customer service to more efficient operations to a strong focus on sustainability. A new “Culture of Yes” was implemented across departments, and a greater emphasis on training ensures that new employees always put the needs of customers first. Now more than ever, the

focus is on finding solutions that make a difference. The Javits Center looks, feels and operates better than ever before, and the building is busier as a result. Talk to any Javits Center employee and you can sense it: an infectious sense of optimism. It’s a state of mind that resonates from every corner of the facility, at every trade show, convention and special event. This shift in attitude, in addition to the major upgrades to the building, are the surest signs of the Javits Center’s rebirth. And, in 2014, we have just begun to see the impressive results.

## Economic Impact 2011 2012 2013 2014

### Annual Event Activity Conventions & Trade Shows

	2011	2012	2013	2014
Events	87	83	86	97
Delegate Attendance	548,800	533,700	595,300	629,500
Number of Exhibiting Companies	30,354	30,354	32,194	35,641

### Public Shows

	2011	2012	2013	2014
Events	16	12	16	11
Show Attendance	1,390,100	1,404,000	1,567,400	1,426,500
Number of Exhibiting Companies	4,048	3,472	3,810	3,514

### Total Economic Impacts (\$ millions) New York

	2011	2012	2013	2014
Sales	\$1,406	\$1,391	\$1,478	\$1,733
Labor Income	\$692	\$685	\$737	\$851
Employment	12,900	12,600	13,100	15,500

### State of New York

	2011	2012	2013	2014
Sales	\$1,484	\$1,452	\$1,531	\$1,812
Labor Income	\$646	\$635	\$682	\$794
Employment	14,800	14,300	14,800	17,500

## Economic Impact 2011 2012 2013 2014

### Total Fiscal Impacts (\$ millions) New York City Taxes

	2011	2012	2013	2014
Sales	\$37.6	\$37.1	\$39.7	\$45.3
Hotel	12.7	12.5	13.7	15.7
Income	15.1	15.0	16.3	18.8
Subtotal—City	\$65.5	\$64.6	\$69.7	\$79.9

### State of New York Taxes

	2011	2012	2013	2014
Sales	\$33.5	\$32.6	\$34.6	\$39.8
Hotel	1.0	1.0	1.0	1.1
Income	25.4	24.9	27.1	31.6
Subtotal—State	\$59.9	\$58.5	\$62.7	\$72.5

### MTA Taxes

	2011	2012	2013	2014
Sales	\$3.1	\$3.1	\$3.3	\$3.8
<b>Total</b>	<b>\$128.5</b>	<b>\$126.3</b>	<b>\$135.7</b>	<b>\$156.1</b>

\*Special Events Not Included in Above Statistics

## ATTENDANCE FOR THE RECORD BOOKS

All of the hard work, innovation and capital investment that went into the new state-of-the-art Javits Center are now paying dividends. Clear evidence of this trend can be found in the robust business activity on our show floor, where there’s been a surge in attendance and a surge in excitement. By every objective measure, the future of the Javits Center has never held more promise. Just consider these recent attendance milestones:

# 26%

increase in reported attendance at the **International Conference of Shopping Centers’ Annual New York National Deal Making Conference**, with 9,600 guests compared to the 2013 event at a different local venue, a new record for the event;

# 20%

increase in **The New York Times’ Travel Show**, with approximately 28,500 visitors, the highest attendance in eight years;

# 15%

increase in reported attendance at the **National Retail Federation’s Annual Convention and Expo**, with 35,000 visitors, the highest attendance in the event’s 104-year history.

# 10%

increase in media attendance at the **New York International Auto Show**, which experienced the largest event-wide attendance on record. More than 1 million attendees visited the 10-day event.

In a recent interview in *Trade Show Executive*, Bill Lynch, chief operations officer for the Fancy Food Shows, had high praise for the Javits Center’s enhancements. “Our exhibitors and attendees experienced their best show ever in June of 2014 as a result of [their] world-class staff,” he said. “There was a renewed energy in the building and many of our key customers commented about the improved look and feel of the building.” Britton Jones, president and CEO of Business Journals, Inc., echoed Lynch’s observations in *Trade Show Executive*: “It’s like working in a new building,” he said. “The building has developed a proactive environment. [The employees] are at the top of their game.”

A revitalized Javits Center is good news for our event hosts and attendees. But it’s also a boon to the economy of New York City and New York State, plus the thousands of professionals who coordinate and construct some of the largest trade shows and events in the United States. In 2014, we employed nearly 3,500 people—a 30% increase compared with 2013—and created \$75 million in wages for our construction workforce.





## DIVERSITY: THE MAIN EVENT

Throughout the year, the Javits Center hosted an array of exceptional events, including major trade shows such as the North American International Toy Fair, Summer Fancy Food Show, NY NOW, the Market for Home + Lifestyle and several fashion shows including Coterie and MODA; public shows such as the New York International Auto Show and New York Comic Con; and special events like the worldwide film premiere of *X Men: Days of Future Past*, NBC Upfront and the 53rd USO Armed Forces Gala and Gold Medal Dinner.

With such a diverse spectrum of events, it's no wonder that 39,000 companies chose to exhibit here last year, a 9% increase compared to the previous year. Whatever the occasion, one fact remains constant: the Javits Center has the staff, scale and versatility to host any event, of any size, at any time.

## A STREAMLINED OPERATION

As the busiest convention center in the country, the Javits Center is continually focused on maximizing the efficiency and productivity of its operations. This dedication to making the facility run better and smoother is borne out of a philosophy implemented by a new management team of some of the industry's finest professionals. It's become the cornerstone of our commitment to our internal team, exhibitors, event managers and attendees—and this spirit has inspired our customers to reach their full economic potential in the world's greatest city. Now more than ever, innovation and ingenuity are a part of our DNA, touching virtually everything we do—from our telecommunications to security services to employee training.



### TECH CENTRAL

The Javits Center has become one of the technological leaders among convention centers nationwide. Last August, in an effort to centralize the building's technological infrastructure and provide customers with enhanced telecommunications services, the

Javits Center relocated its Data Center to Level 4. This new, integrated telecommunications hub streamlines and optimizes show floor wired and wireless Internet access, in addition to connectivity provided through the Javits LAN. It's all part of our IT infrastructure which features an array of committed up-and-

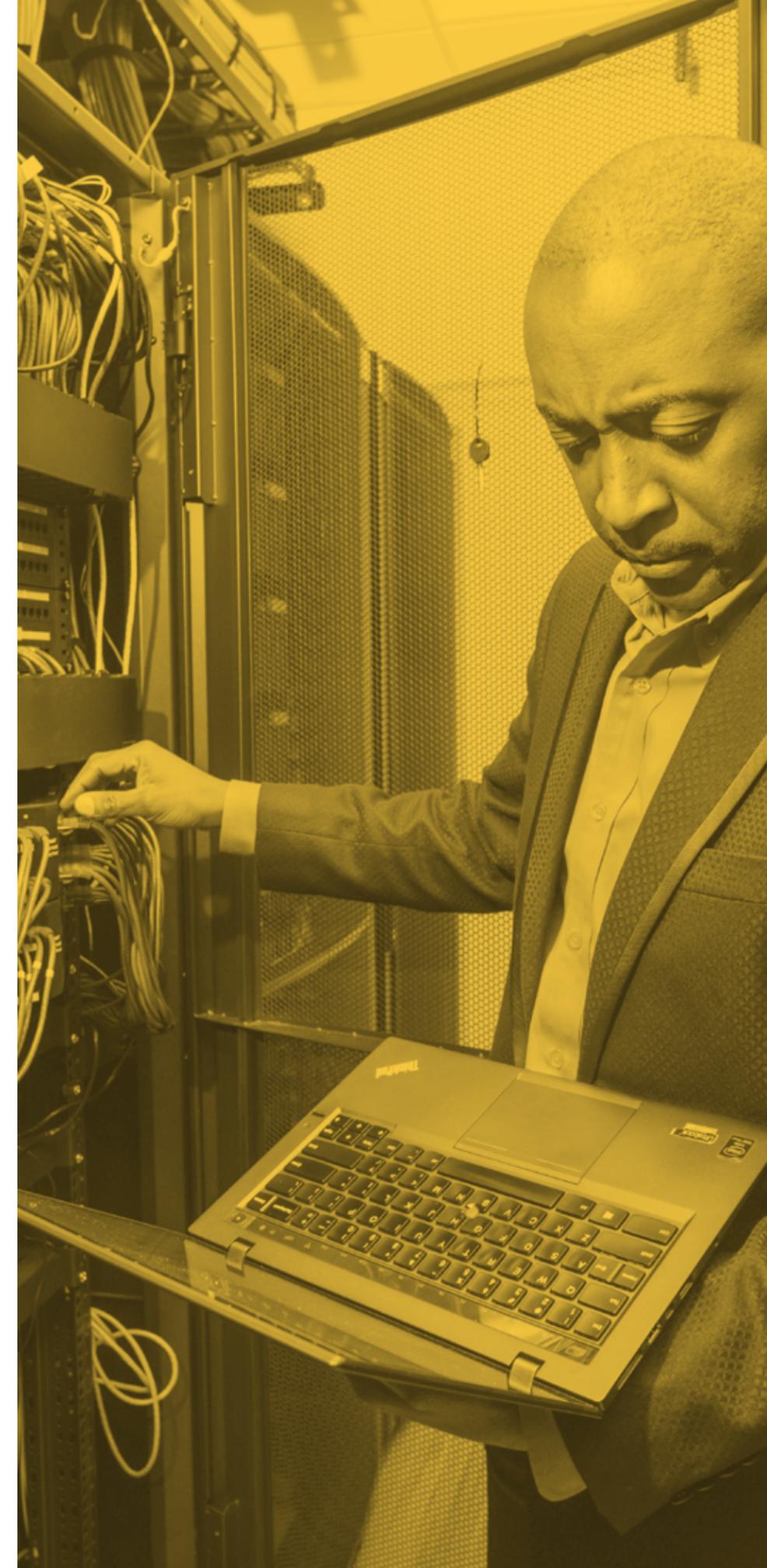
down bandwidth rates—from 512Kbps to 1Gbps—and VLAN connectivity to any part of the facility. In addition, the Javits Center offers free 256K of bandwidth for wireless devices—supported by more than 700 wireless access points throughout the building that can provide service for up to 70,000 concurrent wireless devices.

### RAISING THE STANDARD OF SECURITY

Securing our facility is a top priority for management, and we have taken significant steps to enhance security throughout the 2.1 million square-foot property. The Javits Center has installed new swipe card technology for all doors leading to our meeting rooms, providing a new level of security for customers. In advance of each event, the show management company requests the number of key cards required and specifies the duration for which they are needed, and the Javits Center provides the pre-programmed cards upon arrival. A state-of-the-art security camera system has been installed throughout the facility, and members of the NYPD now maintain a 24-hour presence at the building.

### EXPANDED TRUCK MARSHALING

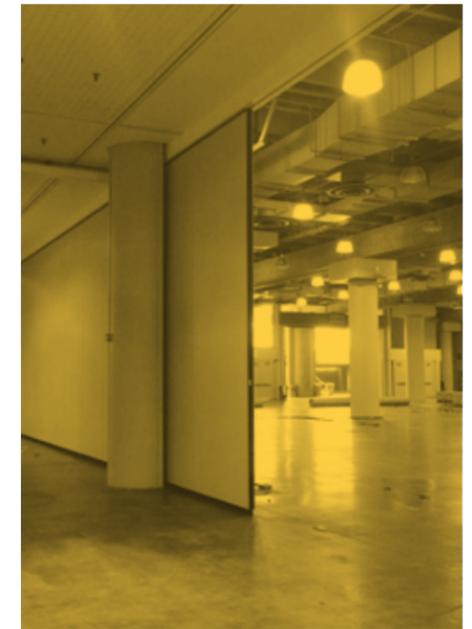
Putting on an event at the Javits Center has never been more convenient or hassle-free, thanks to our expanded truck marshaling areas. A 4-acre truck marshaling yard, 50 covered loading docks and three drive-in ramps for each floor are designed to streamline the set-up and breakdown of any event. Also, the staging area in the marshaling yard has been leveled with new, recycled millings to level the area and prevent water pooling. The West 39th Street swing space has been opened for the delivery and pick up of exhibitor freight; a General Service Contractor trailer staging area; General Service Contractor freight operations for Level 1/Javits Center North; exhibitor self-service and hand-carry operations for Level 1. Our Security and Safety Solutions Department manage operations in the space, ensuring work is conducted in a safe and efficient manner at all times.





**NEW YORK IS A STATE OF OPPORTUNITY, AND THE REVITALIZATION OF THE JAVITS CENTER HAS BECOME THE EMBODIMENT OF THAT BOLD VISION.**

—Governor Andrew M. Cuomo



#### **EMPLOYEE TRAINING THAT'S AHEAD OF THE CURVE**

To continually improve operations, the Javits Center is offering new training sessions for hundreds of carpenters and teamsters. Last August, 120 carpenters and teamsters received customer service training from the Chip Bell Group, a prominent organization that helps organizations fine-tune their services and increase customer satisfaction. We also offered eight months of ergonomics training to approximately 600 members of the labor workforce, including 60 carpenters who initially received the instruction in late August.

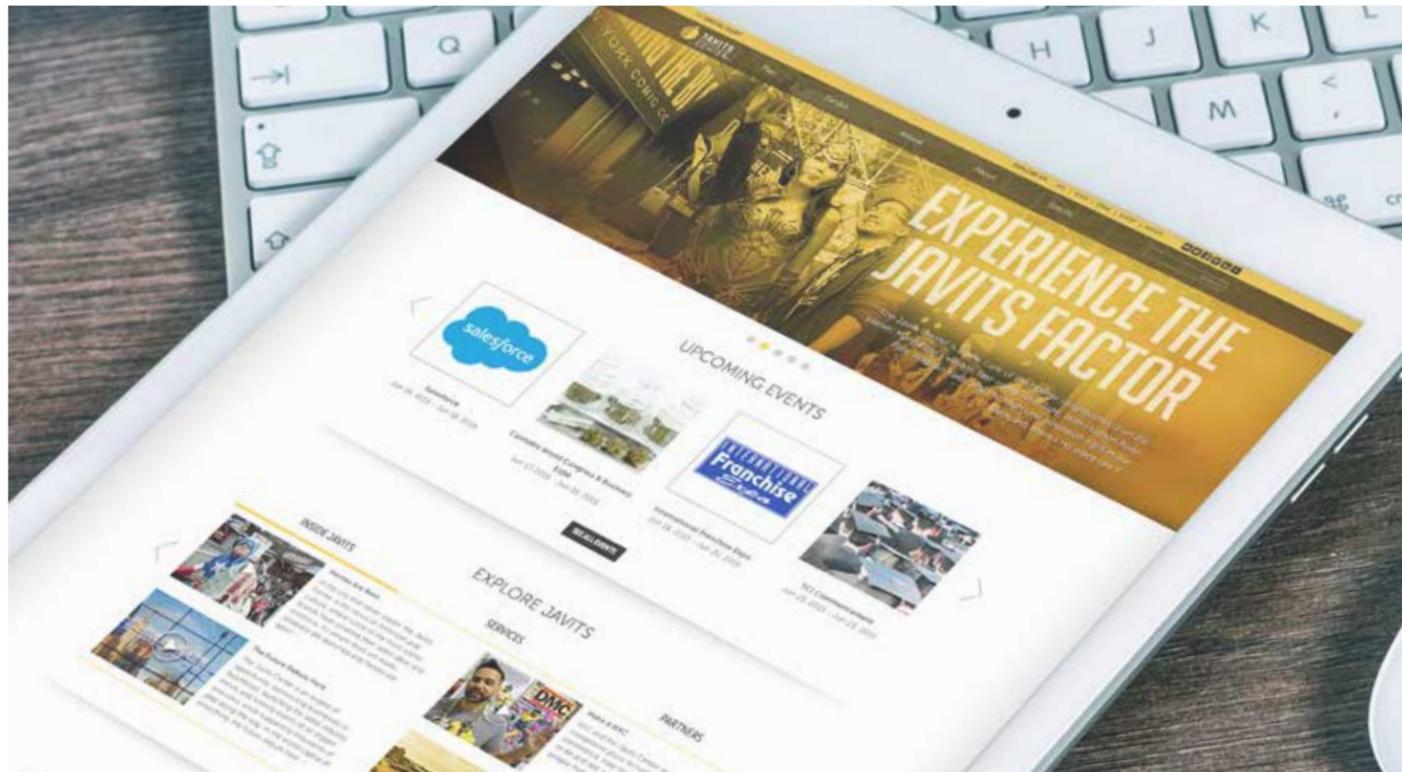
This essential training represents a first for the labor workforce at the Javits Center. And it's an important way to strengthen our operations—and ensure that services are both consistent and customer-friendly.

#### **AIR WALL REPLACEMENT MEANS GREATER ADAPTABILITY**

Another way the Javits Center has raised the bar in operations is through the replacement of more than 3,000 air walls. Air walls (or dividing partitions) serve an integral role in the operations of the Javits Center, maximizing the space offered to our customers. Used to enlarge or reduce exhibition halls, they enable us to meet the required specifications of an event and to create meeting rooms within the halls. After nearly 30 years of continual usage, including damage sustained from Hurricane Sandy, air wall replacement on Level 1 was high on the list of priorities to be addressed in our comprehensive renovation. Each steel sound-proof panel measures 4.5' X 16' and weighs 700 lbs. With the project complete, the Javits Center has even more flexibility to accommodate shows of various sizes and offer a variety of configurations to our customers.

## A STRONGER SUPPORT SYSTEM

With two million visitors interacting with 39,000 exhibitors at more than 170 events last year, the Javits Center has continued to serve as a global nexus of commerce. For a venue of this size and scope, continually strengthening our support system is a vital necessity. That's why we're focused on expanding and adapting our internal resources to meet the facility's evolving needs and better serve our customers. Whether you visit our new website or the new offices for Electrical Solutions and Exhibitor Solutions, it's clear that we're making strides to optimize our support mechanisms—all of which are designed to advance the Javits Center's organizational and business objectives and add momentum to its mission.



### THE JAVITS CENTER IS NOW AN ONLINE DESTINATION

Coinciding with the renovation of our iconic building, our online presence also received a substantial makeover. The new Javits Center website is infused with a spirit of innovation that fundamentally reflects who we are: a New York icon revitalized and reimagined. With a clean,

attractive design, simplified navigation, social media links and a new focus on functionality, the website is not only an important portal of information, but also a very visible statement of our mission as the Marketplace for the World. The site receives 100,000 visits a month, and we expect that number to quickly increase. One key improvement to our website is an enhanced online ordering system,

providing timely confirmations and receipts emailed directly to our customers. Whether customers need electrical, plumbing, cleaning or phone/internet services for any exhibit, it's all available with the click of a mouse. Once the customer is logged in and completes the online ordering form, the Javits Center's specialized teams of skilled professionals do the rest.

### ELECTRICAL SOLUTIONS AND EXHIBITOR SOLUTIONS ARE ON THE MOVE

Our Electrical Solutions and Exhibitor Solutions teams are now closer to the action than ever before. That's because they're setting up shop in three new offices near the show floor to provide even more efficient customer service. In October, we opened the first such office, offering a clean, permanent space for employees who are an integral part of any successful event.

These new spaces—now in Halls 1A, 1B and 1C—position Javits Center employees right next to the show floor, allowing staff to process new orders, make changes and respond to any potential issues in a timely and efficient manner. The new offices hold the electrical and exhibitor service desk, a conference table, desk and file cabinets. The service desks will be moved into the halls during move-in and move-out periods, then transferred back to the office after all orders are processed.

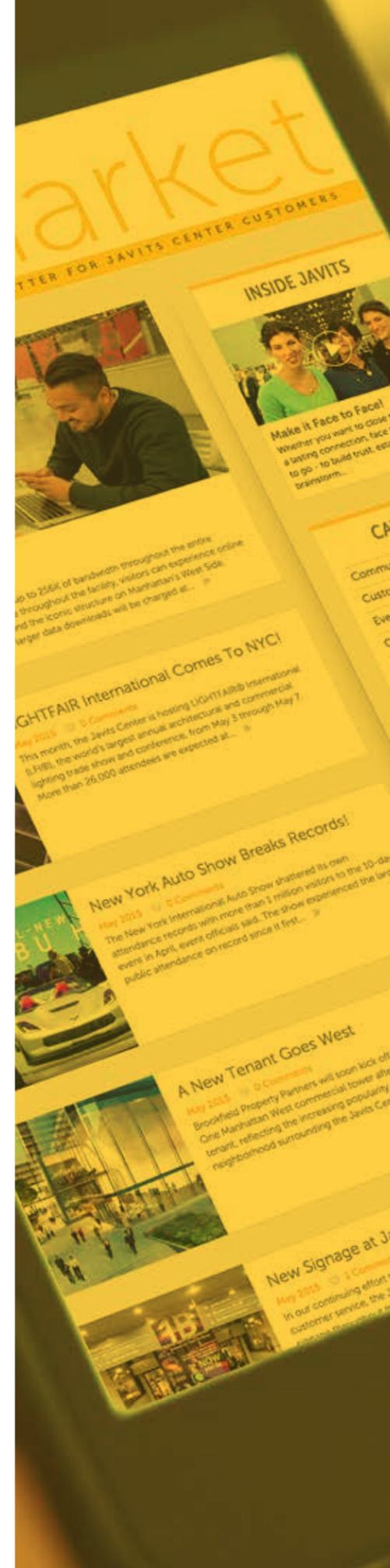
### NEW LOST AND FOUND PROCEDURES

At the Javits Center, we're always seeking ways to streamline and maximize the efficiency of our support systems, and that commitment extends to our lost and found procedures. We've computerized the entire process, implementing a new software system to track lost and found items at the facility. The software is designed to help expedite the return of lost property, as well as assist staff in logging identifying details about the specific items lost and/or found.

### START SPREADING THE NEWS: THE MARKET NEWSLETTER

Launched in August 2014, the new *Market* digital newsletter is an engaging, all-in-one source of information about the Javits Center. In addition to a blog and brief articles about the facility, its operations and the West Side community, each monthly issue contains new Service Advisories that inform customers about any changes, improvements or maintenance work in the building. The advisories have covered a range of need-to-know topics, including reminders about our hand-carry policy and the availability of master price lists for Javits Center products and services.

Before the introduction of our monthly *Market* newsletter, we produced the *Show Managers' Bulletin*. While it served as a useful tool for the Javits Center, the newsletter's distribution was limited to show managers. Not only does *Market* feature a more inviting, reader-friendly layout, but the newsletter's intended audience goes beyond show managers to include exhibitors and community leaders—and is accessible to anyone and everyone who is interested in the Javits Center.



“  
**[THE JAVITS CENTER’S RENOVATION] CREATED A VASTLY IMPROVED AND ENHANCED STRUCTURE, POISED TO BE A CENTERPIECE IN THE REVITALIZATION ON MANHATTAN’S WEST SIDE.** —*Curbed*



**GAINING MOMENTUM THROUGH SOCIAL MEDIA**

Now more than ever, the Javits Center understands the value of social media as an essential marketing tool. We currently maintain Facebook, Twitter, LinkedIn, Instagram and YouTube accounts—and our followers are steadily rising. By constantly providing updates about upcoming shows, changes throughout the building and the West Side, we are reaching an expanding audience and increasing our exposure to a new generation of customers. It’s an effort that’s quickly raising our social media profile, as evidenced by some impressive statistics. In the first quarter of 2015, we posted 136 updates on Facebook, nearly 10 times the amount during the same time in 2014. The result was a 36% increase in fans, illustrating our growing popularity across the social media spectrum.

**SURVEYING CUSTOMER SATISFACTION**

Continuously improving our customers’ experience remains a core focus for the Javits Center. With that in mind, we have revamped and improved our customer satisfaction outreach to attendees and exhibitors. A faster, more user-friendly design of our online survey gives respondents the opportunity to share their experience with our various services—and, in turn, they help our teams assess performance. 2014 marks our first annual benchmark of feedback, and this year, we received over 3,000 responses from domestic and international attendees and exhibitors. They revealed the positive impacts of our improvements, and we look forward to continued dialogue with our visitors, using their input to create a greater Javits experience for all.

**95%**

In 2014, overall cleanliness of the Javits Center received a 95% approval rating from exhibitors and attendees.

**90%**

In 2014, the quality of signage throughout the Javits Center received a 90% positive rating from attendees, a 22% increase from 2013.

## OUR COMMUNITY COMMITMENT IS TAKING FLIGHT

**W**hat do herring gulls, European starlings and barn swallows have to do with our commitment to the community? Quite a bit, actually, since these are the most common birds that have established a natural habitat on our 6.75-acre, energy-saving green roof. In addition to pursuing our goals of job creation and strengthening the Empire State economy, contributing to a green environment represents one more way in which the Javits Center is forging a deeper partnership with the community. Not only is this partnership apparent on the roof of our building, but it's also evident behind our high-efficiency glass-encased façade, where our energy dashboard program and Taste NY shop will ultimately enhance the quality of life of our West Side neighbors. And when it comes to community outreach, initiatives such as Javits Juniors, the Breast Cancer Walk and Tour de Cure set the industry standard.

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**[THE JAVITS CENTER] IS NOTABLY RICH IN ECO-FRIENDLY INNOVATIONS THAT DESERVE EMULATION AS THE CITY BUILDS AND REBUILDS ITSELF INTO THE FUTURE.**

—*The New York Times*

### ON THE ROOF, AN OASIS FOR AREA WILDLIFE

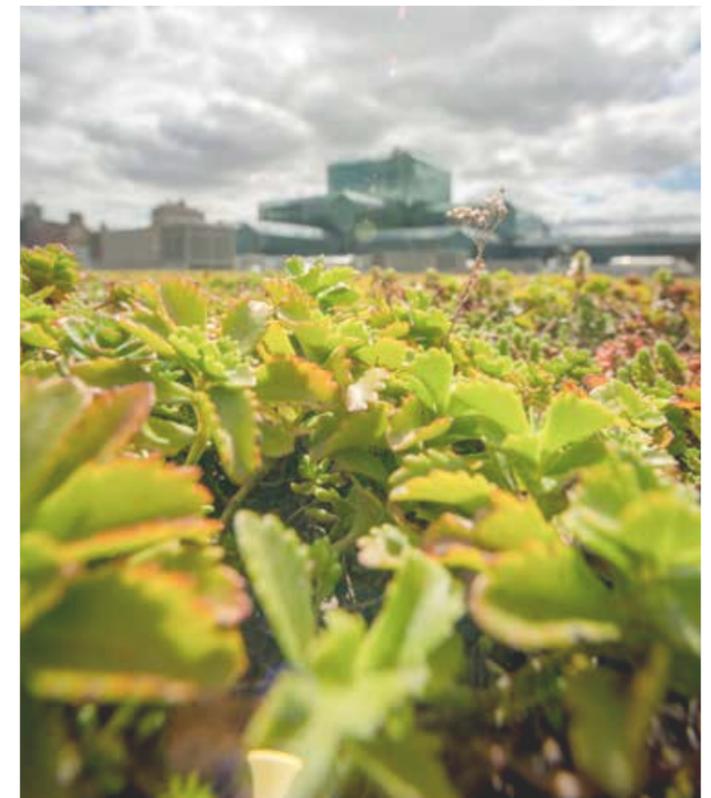
The Javits Center's 6.75-acre green roof—the second largest of its kind in the United States—is designed to do much more than enhance the aesthetics of the building. Nearly a dozen bird species have made a home there, underscoring its future

importance to the community's eco-system. "[The Javits Center] is notably rich in eco-friendly innovations that deserve emulation as the city builds and rebuilds itself into the future." wrote *The New York Times* in a January 2015 editorial.

Utilizing specialized equipment installed on the green roof, researchers observed 11 bird species, from the rock pigeon to the Northern mockingbird, in 2014. Most significantly, our green roof is the only such roof known to support great black-backed gulls and nesting herring gulls in New York City. And the roof's habitat doesn't end there. It also provides a new habitat for insects, including honey bees, as well as bats, exemplifying its unique status in such a dense urban setting. Additionally, students, researchers and environmental experts are presented with a rare opportunity to study the ecological impact of the green roof and its capacity to serve as a natural habitat for nesting birds. According to a recent article in the *New York Daily News*, "the Javits Center's green roof offers an unprecedented opportunity to study the impact of this type of green infrastructure on urban environmental issues."

For our efforts to protect the area's bird population, most notably the installation of thousands of fritted, bird-friendly glass panels designed to reduce bird collisions, the New York City Audubon honored the Javits Center at its Fall Roost in October 2014 in the River Pavilion. "It is an honor to be recognized by the New York City Audubon for our work to improve the quality of life on Manhattan's West Side," CEO Alan Steel told the crowd. Thanks to the New York Convention Center Development Corporation, Tishman Construction and FXFOWLE, more than 6,000 translucent glass panels were installed during the renovation, creating a beautiful environment inside and a safer environment outside.

The building's robust sustainability program is also moving full-speed ahead, reducing water consumption by nearly three million gallons in 2014 with the installation of low-flow fixtures throughout the facility. In 2014, 1,468 tons of waste was diverted from landfills, and we reduced the number of kilowatts by 2.4 million with the use of our energy dashboard and new energy-efficient lighting—equaling 3,910 barrels of oil.





### TRACKING SHOW SUSTAINABILITY

As part of our ongoing environmental commitment, the Javits Center is offering its customers the ability to track the sustainability of their own events when they visit our facility. With the use of a cutting-edge energy dashboard, our staff can monitor a show's consumption of water, gas and electric. We're also offering waste tracking where the rates of diversion, recycling and composting are calculated for a particular show. The consumption data also can be compared to events of similar size—and the building's annual usage—so industry members can gauge how truly eco-friendly they are.

Under this program, the Javits Center can help event managers establish base lines of consumption for their shows, as well as future goals for year-to-year comparisons. Pre-event meetings with Javits Center staff are available to address any special needs, concerns or suggestions.

### WE'RE HERE FOR THE NEXT GENERATION

One of the clearest indicators of our community commitment is Javits Juniors—a free program designed to educate local students about operations at the Javits Center and its critical importance to the New York economy. Last year, more than 20 students from the non-profit organization Hartley House toured the building and met with more than 30 staffers, who demonstrated what it takes to construct the exhibits at the country's busiest convention center.

The children, ages 5 though 12, experienced the first move-in day of a new show as they walked through the Level 3 halls, then toured the loading docks and the kitchen staffed by our caterer, Centerplate, as well as our green roof. "I was in awe at the level of professionalism and knowledge displayed by all levels of your staff," said Nicole Cicogna, Executive Director of Hartley House. "I was impressed by many things, especially seeing a female electrician and female carpenter, and everyone was so diverse. We try to instill values in our

kids and let them know that they can do anything and be anything. [Javits Juniors] was proof positive of that, and in their own neighborhood."

### TASTE NY IS OPEN FOR BUSINESS

Taste NY and the Javits Center have joined together to serve up an incomparable dining experience. In partnership with our caterer, Centerplate, a Taste NY shop opened at the Javits Center in October 2014, offering the finest food and beverages the Empire State has to offer. Located in the Crystal Place, this new shop will help to raise the profiles and sales of New York food and beverage makers among the millions of customers who visit the facility from around the world. Taste NY is New York State's successful effort to promote New York's agricultural economy with stores at Grand Central Station, JFK, LaGuardia and MacArthur airports, at Todd Hill on the Taconic State Parkway and the New Baltimore and Chittenango rest areas on the New York State Thruway.

### IMPROVING QUALITY OF LIFE FOR OUR COMMUNITY

Employees at the Javits Center do their part to support the community by volunteering with organizations such as the American Diabetes Association. Last May, more than 40 Javits Center employees, family members and friends participated in the American Diabetes Association's Tour de Cure, raising an incredible \$10,000 for the organization. With IT Network Administrator Matt Bass serving as team leader, the ride at Pier 84 represented a great opportunity to raise awareness about diabetes and bond with colleagues outside of their normal

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**WE TRY TO INSTILL VALUES IN OUR KIDS AND LET THEM KNOW THAT THEY CAN DO ANYTHING AND BE ANYTHING. [JAVITS JUNIORS] WAS PROOF POSITIVE OF THAT, AND IN THEIR OWN NEIGHBORHOOD.**

—Nicole Cicogna, Executive Director of Hartley House



busy schedules. Among the "Yes, I Can Ride" 2014 Javits Team, our CEO Alan Steel, CIO Mark Simms and Matt Bass all reached the level of Champion by raising \$1,000 or more.

In support of the American Cancer Society, members of the "Javits Think Pink" walking team joined tens of thousands of New Yorkers in Central Park last October to contribute to the fight against breast cancer. It was the second year that employees have participated in the five-mile walk, and team members all wore "Think Pink" T-shirts to show their solidarity.

In May 2015, the Javits Center celebrated Tourism Cares Day with NYC & Company, and our employees were out in force at St. Nicholas Park in Harlem. Administrative staffers Samantha Frishman, Caroline Gegan, Kristy Horning, Raysa Lopez, Priscilla Odoom and Adela Urbina were part of more than 150 volunteers who all came together in celebration of U.S. Travel Rally Day, a key event held during National Travel & Tourism Week. The group painted 1,544 feet of fencing and one handball court, planted six trees and 58 shrubs, weeded the lawns and removed 63 bags of debris from the park.

## EMPLOYEES OF THE MONTH



### ADMINISTRATION

**Anne Tassone**  
Director, Risk Management

**Gilda Presvot**  
Administrative Assistant

**Indira Mercedes**  
Senior Purchasing Agent

**Rory O'Moore**  
Senior Event Solutions Manager

**Marilyn Gonzalez**  
Senior Event Solutions Manager

**Anne Houlihan**  
Sales Manager Special Events

**Philip Disalvio**  
Public Safety Supervisor

**Joseph Alvarez**  
Exhibitor Solutions Rep

**Anibal Velazquez**  
Environmental Solutions Manager

**Sam Sharma**  
Labor Solutions Administrator

**Marjorie Andrade**  
Environmental Solutions Clerk

**Kristy Horning**  
Sales and Marketing Coordinator

### OPERATIONS

**Mariyeni Perez**  
Cleaner

**Denis Keenan**  
Engineer

**Maritza Cancel**  
Public Safety Officer

**Ulises Ramirez**  
Public Safety Supervisor

**Nicolas Trama**  
Engineer

**Danny Matuck**  
Plumbing Foreman

**Frank Neufeld**  
Assistant Chief Engineer

**Jackson Chau**  
Plumber

**Guaroa Pineda**  
Cleaner

**Elizabeth Calderon**  
Cleaner

**Trevor Forbes**  
Public Safety Officer

### EXHIBIT LABOR

**Richard Horan**  
Electrical Foreman

**Kevin O'Dwyer**  
Electrician

**Sheldon Johnson**  
Carpenter Journeyman

**Salvatore Mennella**  
Electrician

**James Leyden**  
Freight Handler and Foreman

**Peter Labruno**  
Carpenter Foreman

**John Hynes**  
Freight Handler

**Ronald Buickerood**  
Carpenter Journeyman

**Michael Vastarelli**  
Carpenter Journeyman

**Dominic Soreco**  
Electrical Foreman

**Livan C. Campbell**  
Carpenter Journeyman

**Paul Bachmann**  
Electrician

## EMPLOYEE SERVICE AWARDS



### 20 YEARS

**Maria Santana**  
Technology Solutions Administrator

**Aurelio Martinez**  
Cleaner

**Mercedes Miliano**  
Cleaner

**Julio Teran**  
Cleaner

**Michael Baker**  
Electrical Foreman

**Matthew Gleason**  
Electrical Foreman

**John Roughan**  
Electrical Foreman

**Carmelo Gonzalez**  
Senior Manager, Environmental

**Emmanuel Offin**  
Assignment Manager

**Indira Mercedes**  
Senior Purchasing Agent

**Filgia Pineda**  
Assistant Manager, Accounts Receivables

**Thomas Darkwa**  
Cleaner

**Kwame Kensah**  
Public Safety Officer

**Alexis Kotimsky**  
Public Safety Officer

**Carmen Rodriguez**  
Cleaner

**Kwadwo Siriboe**  
Public Safety Officer

### 15 YEARS

**Eamonn Michael Cassidy**  
Carpenter Journeyman

**Sam Debono**  
Carpenter Journeyman

**Luis Fernandez**  
Carpenter Journeyman

**Joseph Gillen**  
Carpenter Journeyman

**Carol Castellaneta**  
Assistant General Foreman

**Brian J. McGee**  
Electrician

**James Sheehan**  
Electrician

**Andrew Weis**  
Electrician

**Gilda Presvot**  
Administrative Assistant

### 30 YEARS

**Jennie Chin**  
Manager, Employee Benefits

### 25 YEARS

**Maria Barry**  
Manager, Teamster and Carpenter

**Carlos Diaz**  
Plumber Helper

**Carola Ysaguirre-Kellman**  
Director, Facilities Operations

**Charles Straker**  
Network Administrator

**Elmilla Charles**  
Cleaner

**Cassandra Pettway**  
Cleaner

**Timothy Jackson**  
Carpenter Journeyman

**Sheldon Johnson**  
Carpenter Journeyman

**Dwayne Kuklinski**  
Carpenter Journeyman

**Peter Labruno**  
Carpenter Foreman

**John Muscat**  
Carpenter Journeyman

**William O'Rourke**  
Carpenter Journeyman

**Juan Povia**  
Carpenter Journeyman

**Raymond Sewer**  
Carpenter Journeyman

**Jody Channer**  
Manager, Teamster and Carpenter

### 10 YEARS

**Samuel Oquendo**  
Supervisor, Public Safety

**Sabrina Wiggins**  
Director, Retail Operations

### 5 YEARS

**Alejandro Castro**  
Health Safety Supervisor

**Rory O'Moore**  
Senior Event Solutions Manager

**Linda Perez**  
Exhibitor Solutions Rep

**Karina Vargas Pena**  
Cash Processor

# 2014 - 2015 EVENT SCHEDULE

## APRIL 2014

- 03-04 THE ASI SHOW
- 03-04 INSIDE 3D PRINTING CONFERENCE AND EXPO
- 04-06 NEW YORK CITY FIRST ROBOTICS COMPETITION
- 06 NACAC COLLEGE FAIR
- 07-08 INSIDE BITCOINS 2014
- 18-27 NEW YORK INTERNATIONAL AUTO SHOW

## MAY 2014

- 04-06 AMERICAN PSYCHIATRIC ASSOCIATION ANNUAL MEETING
- 04-06 ACCESSORIES THE SHOW
- 04-06 MODA
- 04-06 FAME
- 04-06 FASHION 2 GO
- 09-10 COLUMBIA UNIVERSITY MEDICAL CENTER PRIMARY CARE CONFERENCE
- 10 X-MEN: DAYS OF FUTURE PAST RED CARPET PREMIERE
- 12 ROBIN HOOD DINNER DANCE
- 12 NBC AFFILIATE MEETING
- 12-15 NBC UPFRONT
- 13 GNYHA AWARDS
- 14 CHILDRENS AID ALL-STAFF SUMMIT
- 17-20 INTERNATION CONTEMPORARY FURNITURE FAIR
- 17 FINANCIAL RISK MANAGERS EXAM
- 18-21 NATIONAL STATIONERY SHOW
- 18-20 SURTEX
- 18-20 IRCE FOCUS
- 22 FIT COMMENCEMENT EXERCISES
- 28 JOHN JAY COLLEGE COMMENCEMENT CEREMONY
- 29-31 BOOK EXPO AMERICA

## JUNE 2014

- 01 BOOK CON
- 01 NEW YORK CITY CHURCH OF CHRIST RELIGIOUS SERVICE
- 02-03 INGREDIENT MARKETPLACE
- 03-04 ERNST & YOUNG FSRM PROGRAM
- 05 LAGUARDIA COMMUNITY COLLEGE COMMENCEMENT
- 05 THE JED FOUNDATION GALA
- 07 CHARTERED FINANCIAL ANALYST EXAM
- 08 MONROE COLLEGE GRADUATION
- 08 LOVE FELLOWSHIP TABERNACLE SERVICES
- 10-12 MEDICAL DESIGN & MANUFACTURING EAST
- 10-12 EASTPACK
- 10-12 ATLANTIC DESIGN & MANUFACTURING
- 10-12 AUTOMATION TECHNOLOGY EXPO EAST

- 10-12 PLASTEC EAST
- 10-12 PHARMAPACK NORTH AMERICA
- 10-12 HBA GLOBAL
- 10-12 CLOUD COMPUTING EXPO
- 14-15 SPECIAL EDITION NYC
- 14 METROPOLITAN GRADUATION
- 16 KIESER TRAINING PHOTO SHOOT
- 18-20 SHAREPOINT FEST
- 19-21 INTERNATIONAL FRANCHISE EXPO
- 20 PROMOTION DAY
- 22 STEAMFITTERS LOCAL 638 CONTRACT RATIFICATION
- 25 EDWARD R MURROW GRADUATION
- 26 TCI GRADUATION
- 29-01 SUMMER FANCY FOOD SHOW

## JULY 2014

- 05-07 AMMA TOUR
- 07 LAW REVIEW COURSE
- 09-10 AMAZON WEB SERVICES USER SUMMIT
- 19 ANDREW WOMMACK MINISTRIES GOSPEL TRUTH RALLY
- 20-22 PROJECT
- 20-22 MRKET
- 20-22 VANGUARD'S GALLERY
- 21-22 AGENDA
- 22-24 HOME TEXTILES FABRIC SOURCING EXPO
- 22-24 INTERNATIONAL APPAREL SOURCING SHOW
- 22-24 FAST/WEARABLE TECHNOLOGY
- 26-27 MMA WORLD EXPO
- 27-29 JA NEW YORK SUMMER SHOW
- 29-30 LAW EXAM

## AUGUST 2014

- 03-05 CURVENY
- 03-05 ACCESSORIE CIRCUIT
- 03-05 MODA
- 03-05 FAME
- 03-05 FASHION 2 GO
- 06 IT ROADMAP CONFERENCE AND EXPO
- 09 ANTIQUES ROADSHOW
- 16-20 NY NOW, THE MARKET FOR HOME & LIFESTYLE

## SEPTEMBER 2014

- 06 THE SOLE XCHANGE SNEAKER SHOW
- 07-09 THE RUG
- 09-10 BRIAN BUFFINI SUCCESS TOUR
- 10 VMWARE
- 13 TWU LOCAL 100 MEMBERSHIP MEETING
- 14-16 COTERIE
- 14-16 SOLE COMMERCE

- 14-16 TMRW
- 14-16 ACCESSORIES THE SHOW
- 14-16 MODA
- 14-16 FAME
- 14-16 EDIT
- 14-16 STITCH
- 16-17 NEW YORK STATE NURSES ASSOCIATION ANNUAL MEETING
- 20-21 I CAN DO IT
- 20 HIGH LINE OPENING CELEBRATION
- 23-24 SUNY COLLEGE NIGHT
- 24-26 ROSH HASHANAH SERVICES
- 30-01 SMX EAST

## OCTOBER 2014

- 01-02 INTEROP
- 01-02 BUILD EXPO
- 03-04 YOM KIPPUR SERVICE
- 04-05 CIRCLE OF SISTERS
- 07 NY GLOBAL SUMMIT
- 07 PERFORMING AND VISUAL ARTS COLLEGE FAIR
- 09-12 NEW YORK COMIC CON
- 14-17 STRATA AND HADOOP WORLD
- 16 THE FALL ROOST
- 19-21 CHILDRENS CLUB
- 19 TOUR OF LIGHT
- 21-23 URBAN LAND INSTITUTE
- 21 EBOLA CONFERENCE
- 25 BIG APPLE COLLEGE FAIR
- 26-28 JA SPECIAL DELIVERY
- 28 BIZ BASH LIVE EXPO
- 30-01 NEW YORK CITY MARATHON EXPO
- 30-01 PDN PHOTO PLUS INTERNATIONAL CONFERENCE
- 30 NEW YORK BUSINESS EXPO AND CONFERENCE

## NOVEMBER 2014

- 05-06 CUSTOMER ENGAGEMENT WORLD
- 05-06 AD TECH EXPO
- 05 HIS HOLINESS THE DALAI LAMA AUDIENCE WITH THE TIBETAN COMMUNITY
- 07-09 ENGADGET EXPAND
- 09-10 BOUTIQUE DESIGN NEW YORK
- 09-11 INTERNATIONAL HOTEL MOTEL RESTAURANT SHOW
- 12-13 CONTENT AND COMMUNICATIONS WORLD
- 15 FINANCIAL RISK MANAGERS EXAM
- 16 NEW YORK NATIONAL PORTFOLIO DAY HOSTED BY FIT
- 19 SALESFORCE EVENT
- 19-20 ISC EAST
- 19-20 PRI-MED

## DECEMBER 2014

- 3 NEW YORK PRODUCE SHOW AND CONFERENCE
- 4 USO OF METROPOLITAN NEW YORK GALA
- 6 CHARTERED FINANCIAL ANALYST EXAM
- 6 SNEAKER CON
- 8-9 ICSC ANNUAL NEW YORK NATIONAL DEAL MAKING CONFERENCE
- 10 JOHN OLIVER SEASON 2 PROMO FILM SHOOT
- 11-14 PROGRESSIVE INTERNATIONAL MOTORCYCLE SHOW
- 11 NBA HOLIDAY PARTY

## JANUARY 2015

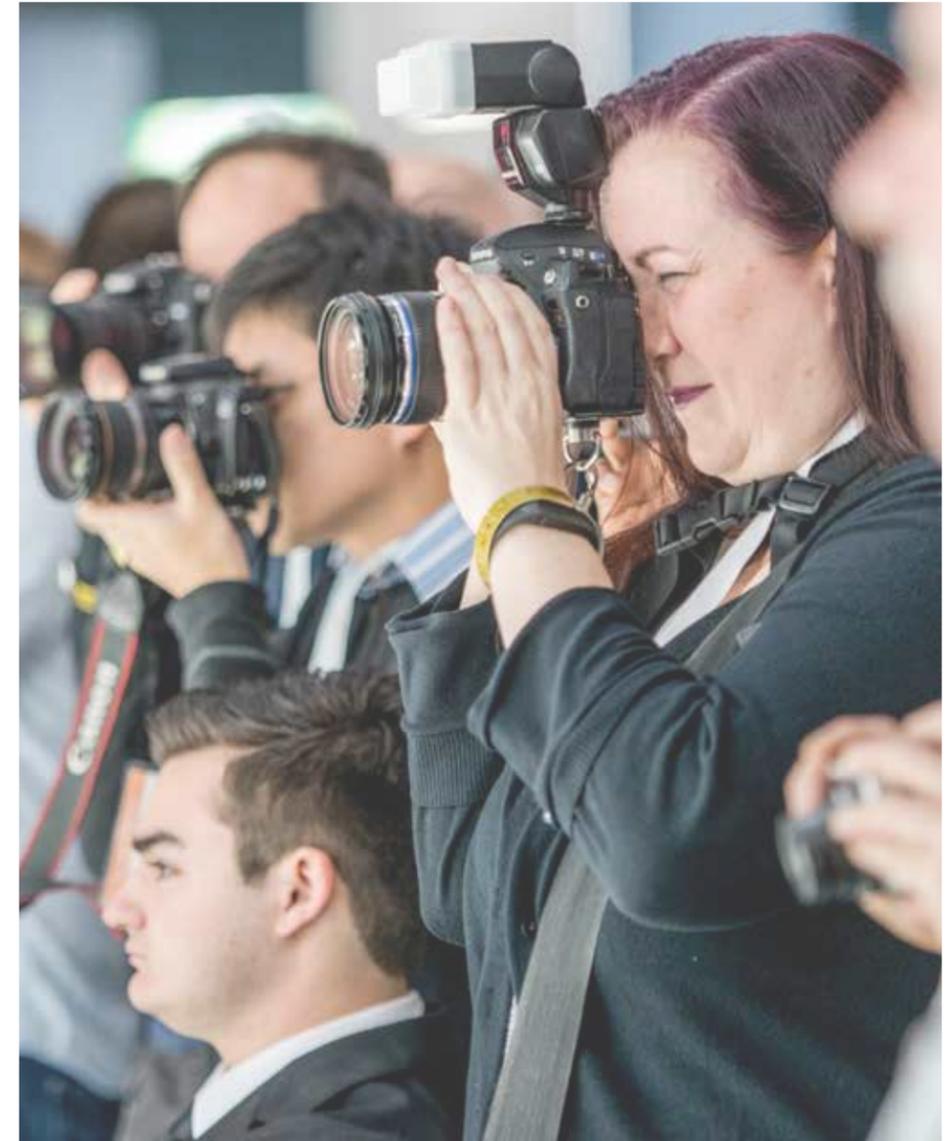
- 4-6 ACCESSORIES THE SHOW
- 4-6 MODA
- 4-6 FAME
- 4-6 FASHION 2 GO
- 11-13 NATIONAL RETAIL FEDERATION ANNUAL CONVENTION AND EXPO
- 18-20 JA NEW YORK WINTER SHOW
- 19-21 MRKET
- 19-21 VANGUARD'S GALLERY
- 19-21 TEXWORLD USA
- 19-20 AGENDA
- 19-21 PROJECT NEW YORK
- 21-25 NEW YORK PROGRESSIVE BOAT SHOW
- 23-25 NEW YORK TIMES TRAVEL SHOW
- 24-25 THE VOICE AUDITIONS
- 24-25 POLY FLOOR HOCKEY TOURNAMENT
- 31-04 NY NOW, THE MARKET FOR HOME & LIFESTYLE

## FEBRUARY 2015

- 6-8 DISCOVER THE DINOSAURS
- 14-17 NORTH AMERICAN INTERNATIONAL TOY FAIR
- 15 NBA LEGENDS BRUNCH
- 22-24 CURVENY
- 23-25 COTERIE
- 23-25 SOLE COMMERCE
- 23-25 TMRW
- 23-25 ACCESSORIESTHESHOW
- 23-25 MODA
- 23-25 FAME
- 23-25 EDIT
- 23-25 STITCH
- 28-01 22ND ORIGINAL LGBT EXPO

## MARCH 2015

- 1-3 CHILDRENS CLUB
- 4-5 COPA PRACTICE GROWTH
- 7 A DAY WITH DR. BRIAN WEISS
- 8-10 INTERNATIONAL RESTAURANT AND FOOD SERVICE SHOW OF NEW YORK
- 8-10 INTERNATIONAL BEAUTY SHOW
- 8-10 INTERNATIONAL ESTHETICS COSMETICS SPA SHOW
- 13-15 NEW YORK CITY FIRST ROBOTICS COMPETITION
- 14 AMERICAN DIABETES ASSOCIATION EXPO PRESENTED BY HEALTHFIRST
- 20-22 INTERNATIONAL VISION EXPO



# FINANCIAL STATEMENT

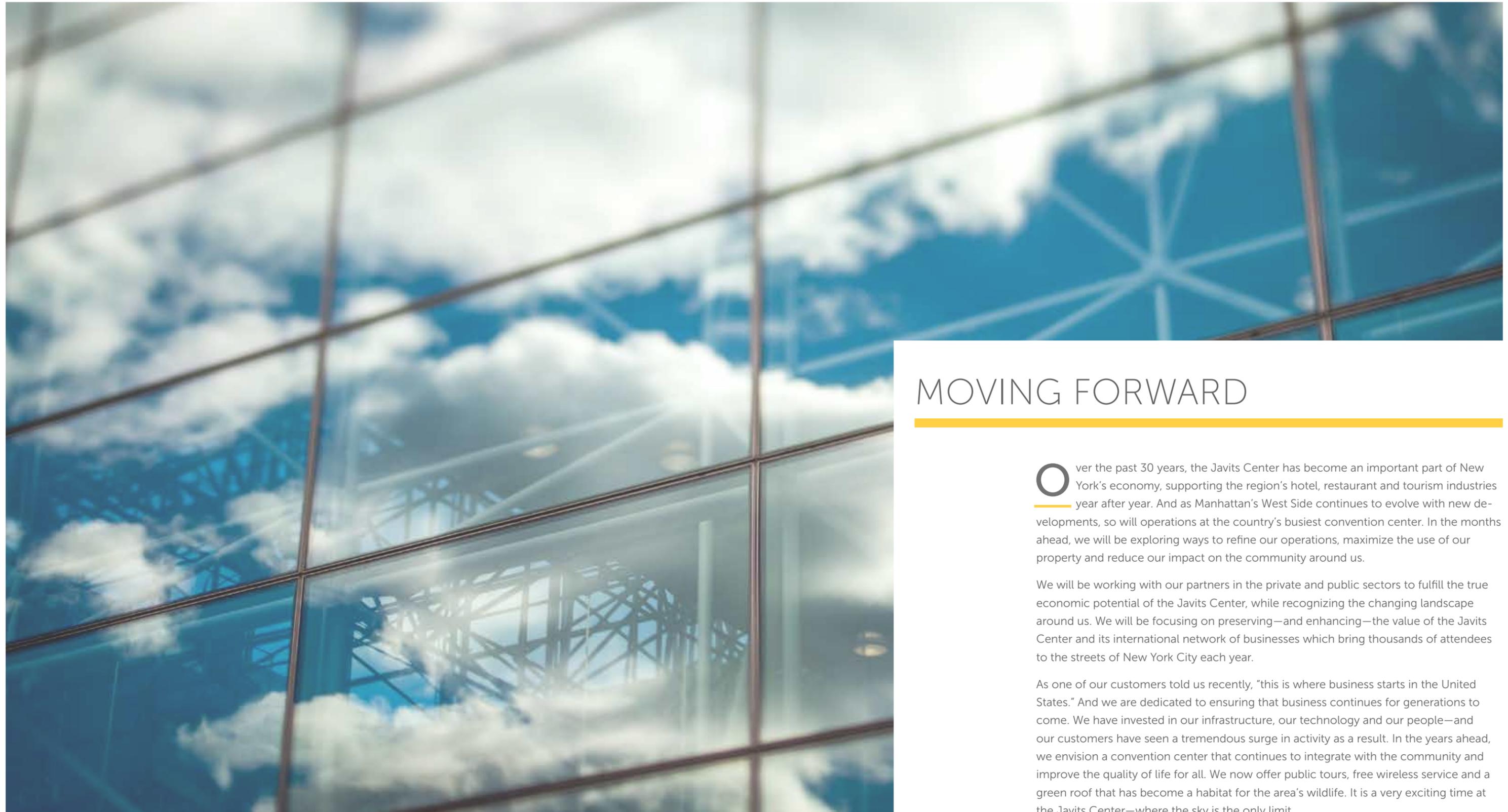
	03.31.15	03.31.14
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash	\$2,751,553	\$2,884,656
Short-term investments	61,490,642	64,499,496
Accounts receivable, net of allowances of \$1,207,609 in 2015 and 2014, respectively	8,112,774	9,196,869
Other assets	8,267,438	4,030,404
Total current assets	<b>\$80,622,407</b>	<b>\$80,661,425</b>
<b>Property, Plant And Equipment, Net</b>	<b>32,890,811</b>	<b>23,556,316</b>
<b>Other Assets</b>	<b>4,197,508</b>	<b>3,498,279</b>
Total assets	<b>\$117,710,726</b>	<b>\$107,666,020</b>
<b>LIABILITIES AND NET POSITION</b>		
<b>Current Liabilities</b>		
Accounts payable	\$7,204,481	\$6,311,072
Accrued expenses, current	17,049,649	10,947,043
Unearned revenue	19,685,957	15,118,879
Reserve for emergency repairs	-	2,964,088
Estimated litigation and insurance claims	543,886	599,364
Capital lease liability, current	1,803,592	1,785,668
Other postretirement employee benefits obligation, net of current position	353,071	297,789
Total current liabilities	<b>\$46,640,636</b>	<b>\$38,023,903</b>
Accrued expenses, net of current portion	888,326	966,430
Capital lease liability, net of current portion	4,588,582	6,392,174
Other postretirement employee benefits obligation	33,443,435	31,228,392
Total liabilities	<b>\$85,560,979</b>	<b>\$76,610,899</b>
<b>Net Position</b>		
Invested in capital assets, net	32,890,811	23,556,316
Unrestricted—Board designated for other postretirement employee benefit obligation	33,796,506	31,526,181
Unrestricted deficit	(34,537,570)	(24,027,376)
Total net position	<b>\$32,149,747</b>	<b>\$31,055,121</b>



**OUR EXHIBITORS AND ATTENDEES EXPERIENCED THEIR BEST SHOW EVER IN JUNE OF 2014 AS A RESULT OF [THEIR] WORLD-CLASS STAFF.**

—Bill Lynch, Chief Operations Officer for the Fancy Food Shows

	03.31.15	03.31.14
<b>Operating Revenues</b>		
Space rentals	\$25,393,920	\$22,961,092
Event-related services	137,362,793	123,378,457
Concession commissions	5,886,677	4,966,124
Advertising income	1,326,077	1,288,245
Other income	17,234	26,759
Total operating revenues	<b>\$169,986,701</b>	<b>\$152,620,677</b>
<b>Operating Expenses</b>		
Employee compensation and benefits	139,421,863	126,644,542
Facility operating expenses	13,579,717	14,127,161
Selling, general and administrative expenses	9,903,152	9,398,724
Annual other postemployment benefits expenses	2,568,112	3,367,767
Total operating expenses	<b>\$165,472,844</b>	<b>\$153,538,194</b>
Operating income (loss) before depreciation and amortization	4,513,857	(917,517)
Depreciation and amortization	3,375,151	1,858,877
Operating income (loss)	<b>\$1,138,706</b>	<b>(\$2,776,394)</b>
<b>Non-Operating Expenses (Revenues)</b>		
Interest expense (income), net	<b>\$44,080</b>	<b>(\$31,333)</b>
<b>NET INCOME (LOSS)</b>	1,094,626	(2,745,061)
<b>NET POSITION—Beginning</b>	31,055,121	33,800,182
<b>NET POSITION—Ending</b>	<b>\$32,149,747</b>	<b>\$31,055,121</b>



## MOVING FORWARD

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Over the past 30 years, the Javits Center has become an important part of New York's economy, supporting the region's hotel, restaurant and tourism industries year after year. And as Manhattan's West Side continues to evolve with new developments, so will operations at the country's busiest convention center. In the months ahead, we will be exploring ways to refine our operations, maximize the use of our property and reduce our impact on the community around us.

We will be working with our partners in the private and public sectors to fulfill the true economic potential of the Javits Center, while recognizing the changing landscape around us. We will be focusing on preserving—and enhancing—the value of the Javits Center and its international network of businesses which bring thousands of attendees to the streets of New York City each year.

As one of our customers told us recently, "this is where business starts in the United States." And we are dedicated to ensuring that business continues for generations to come. We have invested in our infrastructure, our technology and our people—and our customers have seen a tremendous surge in activity as a result. In the years ahead, we envision a convention center that continues to integrate with the community and improve the quality of life for all. We now offer public tours, free wireless service and a green roof that has become a habitat for the area's wildlife. It is a very exciting time at the Javits Center—where the sky is the only limit.

## BOARD OF DIRECTORS

**HENRY R. SILVERMAN, CHAIRMAN**

Chairman and CEO,  
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**ROBERT S. AZEKE**

Managing Partner,  
Farol Asset Management, LP

**HUGH L. CAREY II**

Consultant, Alvarez & Marsal

**JOHN LEE COMPTON**

Chair and CEO, Chesapeake PERL, Inc.

**MARY D'ELIA**

President, Clinton Housing Association

**DAVID EMIL**

President, Lower Manhattan  
Development Corporation

**CHRISTINE FERER**

President, Vidicom

**RONALD GOLDSTOCK**

New York Commissioner,  
Waterfront Commission of New York Harbor

**KAREN HE**

Regional Director,  
Office of New York State Comptroller

**EDWARD P. KANE**

Director of Catering,  
Sheraton NY Hotel & Towers

**ERIC R. KOMITEE**

General Counsel, Viking Global Investors LP

**GARY LAVINE**

Bousquet Holstein PLLC

**ANDREW M. MURSTEIN**

President, Medallion Financial Corp.

**SHERIDA E. PAULSEN**

President, PKSB Architects, PC

**MARC RICKS**

Senior Vice President, Development  
Vornado Realty Trust

**MARK SCHIENBERG**

President, GNYADA

**JOSEPH E. SPINNATO**

President, Hotel Association of NYC

## EXECUTIVE STAFF

**ALAN STEEL**

President and Chief Executive Officer

**ELIZABETH BRADFORD**

Senior Vice President, General Counsel

**DOREEN GUERIN**

Senior Vice President, Sales and Marketing

**EDWARD B. MACDONALD, JR.**

Senior Vice President,  
Chief Financial Officer

**CHRISTINE MCMAHON**

Vice President, Human Resources  
and Labor Relations

**VINCENT MICHELLO**

Vice President, Event Solutions

**KENNETH SANCHEZ**

Vice President, Facilities Management

**TONY SCLAFANI**

Senior Vice President,  
Chief Communications Officer

**MARK S. SIMS**

Vice President, Chief Information Officer





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